



# **FY2004-2005 Approved Strategic Plan**



## **City of College Station, Texas**

*Heart of the Research Valley*

# CITY OF COLLEGE STATION

## FY2004-2005 STRATEGIC PLAN

One of the primary roles of the College Station City Council is to determine the direction that the City of College Station will follow into the future. A long-term strategic plan can help the City Council set this course for the future. Strategic planning is especially important in a community such as College Station, where recent growth is expected to continue.

Strategic planning is a process that requires decision-makers to focus on the overall mission of the City and the goals to be achieved. College Station's strategic planning process facilitates the City Council and City staff's ability to:

- Align the City's priorities with changing conditions and new opportunities;
- Create shared commitments among Council members, City staff, and College Station residents regarding present and future endeavors; and develop new goals and strategies;
- Assess the City's strengths, weaknesses, opportunities, and threats.

It is important to remember that strategic planning is only a set of concepts, procedures, and tools. It takes the combined efforts of the City Council and City of College Station employees to make any strategic planning effort meaningful and successful.

The 2004-2005 Strategic Plan is a document that compiles the results of the City of College Station's strategic planning process. The Strategic Plan establishes the City's Council's Mission and a series of Vision Statements that describe where the City Council would like the community to be in the future. The document outlines specific strategies to fulfill these visions.

The City of College Station has integrated the annual budgeting process with the strategic planning process. The Strategic Plan helps to prioritize how the organization will use current and future resources to achieve identified goals. In this way, the Strategic Plan drives budget preparation decisions and service delivery implementation.

The City's strategic plan is reviewed and updated annually to ensure that it remains current and reflects the needs and desires of the residents of College Station.



## CITY OF COLLEGE STATION MISSION STATEMENT

*On behalf of the citizens of College Station, home of Texas A&M University, we will promote and advance the community's quality of life.*

### Core Values

- Promote involvement and participation of the citizenry
- Promote the health, safety, and general well being of the community
- Promote fiscal responsibility
- Promote collaboration and cooperation
- Promote Regionalism
- Promote being active member of the Brazos Valley community
- Support activities that promote municipal empowerment
- Promote excellence in customer service

### Vision Statements

#### *Core Services*

*We will provide high quality customer focused basic city services at a reasonable cost.*

- We will provide infrastructure, with the capacity to meet current and projected projects.
- We will promote public safety and health.
- We will promote effective communication (interdepartmentally and with the public).
- We will rehabilitate infrastructure as needed.
- We will provide streets, traffic and transportation systems.
- We will provide a workplace that encourages excellence.

#### *Parks and Leisure Services*

*We will promote a wide range of leisure, recreational and cultural arts opportunities.*

- We will maintain an integrated parks system driven by connectivity.
- We will promote programs and facilities that target all age groups.
- We will promote cultural arts.
- We will pursue regional planning and development efforts.

#### *Planning and Development*

*We will promote a well-planned community.*

- We will guide the development process through the use of progressive building and development codes/standards.
- We will support regional transportation planning.
- We will provide for a well planned community.

#### *Economic Development*

*We will promote a strong and diverse economic environment.*

- We will promote the development of strategic areas.
- We will continue to strengthen and diversify the tax and job base.
- We will promote tourism.
- We will promote revitalization and redevelopment.

## Core Services Vision Statement

We will provide high quality customer focused basic city services at a reasonable cost.

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- Strategy #1**     *We will provide infrastructure with the capacity to meet current and projected projects.*
- Drainage programs- develop solutions for key drainage problems (ongoing)
  - Electric, water, and wastewater services (ongoing)
  - Technology services (ongoing)
  - Solid Waste / Landfill programs (ongoing)
  - Cemetery services (medium-term)
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- Strategy #2**     *We will promote public safety and health.*
- Police protection (ongoing)
  - Interagency public safety coordination (ongoing)
  - Fire / EMS services - Revise Fire Department Master Plan, Opening of Station #5 and relocation of station #3 (ongoing)
  - Emergency management services (ongoing)
  - Health services with the Brazos County Health Department (ongoing)
  - Animal control and adoption through the Brazos Animal Shelter (ongoing)
  - Work with TX DOT on pedestrian safety issues (medium-term)
  - Work with TX DOT on railroad safety issues (medium-term)
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- Strategy #3**     *We will promote effective communication (interdepartmentally and with the public)*
- Utilize television (medium-term)
  - City Marketing plan (short-term)
  - E-Government implementation (long-term)
  - Employee communication plan (ongoing)
  - Alternate communication with Public (short-term)
  - Advisory board communication (short-term)
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- Strategy #4**     *We will rehabilitate infrastructure as needed.*
- Update older infrastructure (ongoing)
  - Implement Southside rehabilitation plan (medium-term)
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- Strategy #5**     *We will provide streets, traffic and transportation systems.*
- Street programs (ongoing)
  - Traffic programs (ongoing)
  - Regional transportation programs (ongoing)
  - Work with TxDOT on plans to improve state highways in College Station (ongoing)
  - Improve connectivity (ongoing)
  - Address traffic congestion (ongoing)
  - Cooperation with TxDOT for landscaping capital projects (short-term)
  - Work with TxDOT to improve gateway appearance in College Station (short-term)

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**Strategy #6**

*We will provide a workplace that encourages excellence.*

- Training and development programs (short-term)
  - Recognition systems (ongoing)
  - Performance evaluation systems (ongoing)
  - Creativity and innovation in service delivery (ongoing)
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## **Parks and Leisure Services Vision Statement**

**We will promote a wide range of leisure, recreational and cultural arts opportunities.**

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***Strategy #1*      We will maintain an integrated parks system driven by connectivity.**

- Park Maintenance Standards (medium-term)
  - Urban forestry management plan (long-term)
  - Greenway/bikeway plans that foster connectivity (medium-term)
  - Public appearance issues (on-going)
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***Strategy #2*      We will promote programs and facilities that target all age groups**

- Parks more intergenerational (ongoing)
  - Leisure service programs (medium-term)
  - Cooperative efforts with the City of Bryan and CSISD on joint programming and facilities (ongoing)
  - Veterans Park Phase 2 (medium-term)
  - Five-year Parks Capital Improvement Projects (medium-term)
  - Soccer field light direction (short-term)
  - Activities that enhance and serve the community (ongoing)
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***Strategy #3*      We will promote cultural arts.**

- Performing art (short-term)
  - Strategic placement of public art (ongoing)
  - Library services improvement (ongoing)
  - Performing arts facilities development (long-term)
  - Develop a museum (long-term)
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***Strategy #4*      We will pursue regional planning and development efforts**

- Regional planning and develop initiative (long term)
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**Planning and Development Vision Statement**  
**We will promote a well-planned community**

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- Strategy #1**      **We will continue to revise and guide the development process through the use of progressive building and development codes/standards**
- Revise the technical standards for infrastructure construction (short-term)
  - Adopt the 2003 International Codes (short-term)
  - Initiate rezoning to implement results from Small Area Plans (short-term)
  - Update Park land dedication ordinance (short-term)
  - Prepare design standards for big box and large retail developments (short-term)
  - Modify standards for Sexually Oriented Enterprises (short-term)
  - Revise the drainage ordinance (UDO Section 7.8) (short-term)
  - Revise the Subdivision Regulations (UDO Article 8) (short-term)
  - Revise the technical standards for site design (short-term)
  - Update the Northgate design district ordinance (short-term)
  - Establishment of redevelopment plan and implementation team with the Economic Development Department (medium-term)
  - Ordinance updates for clarification including: non-conforming uses, signs, joint/shared access, site development standards etc. (medium-term)
  - Become a best practice development review process City (ongoing)
  - Annual reviews of the UDO and Comprehensive Plan (ongoing)
  - Website updates and improvements (ongoing)
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- Strategy #2**      **We will support regional transportation planning.**
- Annual transportation summit (ongoing)
  - Utilize the MPO to encourage the County to develop a transportation plan. (medium-term)
  - Develop an intermodal transportation action plan (long-term)
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- Strategy #3**      **We will provide for a well planned community**
- Provide Neighborhood Services (ongoing)
  - Implementation of bike master plan (ongoing)
  - Update Greenway master plan (short-term)
  - Guide growth through planned annexation (ongoing)
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**Economic Development Vision Statement**  
**We will promote a strong and diverse economic environment.**

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| <b>Strategy #1</b> | <b>We will promote the development of strategic areas</b> <ul style="list-style-type: none"><li>▪ Promote commercial development in the Wolf Pen district (on-going)</li><li>▪ Promote development in Crescent Pointe through infrastructure development and rezoning (medium-term)</li></ul>  |
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| <b>Strategy #2</b> | <b>We will continue to strengthen and diversify the tax and job base.</b> <ul style="list-style-type: none"><li>▪ Pursue engineering and development of a second class “A” business park for continued recruitment of technology companies (long-term)</li><li>▪ Pursue updates of incentives guidelines (short-term)</li><li>▪ Incorporate Research Valley Partnership branding (on-going)</li><li>▪ Enhance marketing mechanisms utilized to target site location consultants, real estate professionals, and business executives (short-term)</li></ul> |
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| <b>Strategy #3</b> | <b>We will promote tourism.</b> <ul style="list-style-type: none"><li>▪ Continue development of Hotel/Conference Center (long-term)</li><li>▪ Support Convention and Visitors Bureau efforts to explore development/recruitment of a new tourism venue (ongoing)</li></ul>   |
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| <b>Strategy #4</b> | <b>We will promote revitalization and redevelopment</b> <ul style="list-style-type: none"><li>▪ Promote redevelopment of targeted commercial properties and areas (ongoing)</li><li>▪ Promote redevelopment of targeted multi-family properties (ongoing)</li><li>▪ Target CDBG funds to infrastructure rehabilitation and public facility improvements (ongoing)</li><li>▪ Target CDBG funds, HOME funds and Cedar Creek proceeds for affordable housing projects and programs (ongoing)</li></ul>  |
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